Chapter 7



Implementation

The implementation strategy, presented in a matrix format, will outline milestones that need to be accomplished within an achievable timeframe. Each implementation task is accompanied by an indication of priority, the identification of local agencies having primary and secondary responsibility for implementation, and a general statement as to whether or not specific funding plans or budget considerations will be required to complete the task. r: It should be noted that perhaps the most important task for the plan is its adoption by the Commission. It is highly recommended for the Commission to schedule a workshop to discuss the Implementation Matrix and fully understand all elements of the Plan. This activity will make the plan implementation easier and ensure orderly implementation. These matrix elements are described as follows:

Priority

The priority of each step is described on a scale from low to high indicating the importance of the activity in the implementation process. Generally, implementation tasks that provide a basis for other tasks and those related to developing information and infrastructure capacities were assigned the highest priority.

Responsibility

Specific local agencies with primary and secondary responsibility for implementing each step are also listed. Primary responsibility means that the agency listed is best suited legally, politically, and organizationally to initiate the implementation of the task. The successful completion of most steps will also require the participation of other agencies that will have to support the activity. These agencies are identified as having the secondary responsibility for the task.

This listing is not intended to be all-inclusive of necessary supporting agencies, but rather to provide an indication of the key participants.

<u>Funding</u>

A funding plan or Town budget considerations are required for each step described. Generally, policy changes, the development of educational or marketing materials, and the creation of small-scale plans or studies are indicated as not requiring a funding plan. This means that they can be accomplished by the Redevelopment staff or with funds allocated in the annual Commission's budget (although the town may seek outside sources for their funding.) A funding plan is indicated as being required for construction projects, projects requiring outside consultants, and other activities with significant one-time costs. Regardless of the potential funding available, there are significant resources that will need to be tapped on a project-by-project basis. The extent and diversity of potential projects in the District will demand diverse sources of funding as well as a long-term commitment by the town to pursue these resources.

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	ACTIVITY	PF	RIORI	TY	RESPONSI	BLE AGENCY			T	IMEL	INE			FUNDING
	ACTIVITY	HI	MED	LOW	Primary	Supporting	- 1	2	3	4	5	6-1	11-15	FONDING
	Redevelopment Retreat				Redevelopment Comm.	Town Council								Existing Resources
Task 1	Plan a retreat to fully discuss diferent elements of the plan and set additional priorities if					Plan Commission								
	required. Have a review retreat on an annual basis to evaluate progress.					Town Administration		_						
Task 2	Expand Redevelopment Area				Redevelopment Comm.	Town Administration								Existing Resources
TOOK 2	Expand redevelopment area boundaries to coincide with study area.													
	Ensure Implementation				Redevelopment Comm.	Town Council								Existing Resources
	Form an interdepartmental task force to outline criteria and to implement milestones for the					Public Works								
	following activities.					- · · ·								
	Public improvements					Plan Commission								
Task 3	Transportation					Arts Committee								
	• Zoning													
	Development standards													
	Arts Committee													
	Acquisition		_				_		_	_	_	_		E : .: B
Task 4	Set up T.I.F. Zone				Redevelopment Comm.	Town Council								Existing Resources
Task 4	Establish boundaries and conduct a necessary supplemental study for a TIF district for the area. Dedicate tax revenues from the district to support projects.					Plan Commission								
	Facilitate Communication		_		Redevelopment Comm.	Taxing Districts Downtown Businesses	_						_	Existing Resources
	Provide opportunities for participation with property owners and other stakeholders through				Redevelopment Comm.	Downtown Businesses	_							
Task 5	the Downtown Business Assoc. or an Economic Improvement District (IC 36-7-22). Provide													Other Grants
	regular briefings to maintain the enthusiasm for the initiative.													
	Build Partnership				Town Council	Redevelopment Comm.								Existing Resources
	Create MOU's to outline partnership development and processes. Complete partnerships													
	with:													
	 City of Hammond as a major holder of land; 													
Task 6	Major business owners;													
	 Downtown Business Association/Economic Improvement District; 													
	 Purdue University Calumet, to promote students visiting downtown and 													
	the arts;													
	RBA to promote a transit line into Redevelopment Area													
	Coordinate Public Improvements:				Town Administration	Redevelopment Comm.								Existing Resources
Task 7														Other Outside Resources
	Incorporate the implementation of a gateway design plan in the Capital Improvements Plan		_	_			_	_	_	_	_	_	_	
	Establish Responsibility:				Town Administration	Town Council								Existing Resources
Task 8	Identify and support one organization such as an Economic Improvement District, which will assume the leadership role in unifying area business and property owners, in order to					Other agencies								
l ask o	create downtown promotions, seek out alternative financing, and coordinate responses to													
	emerging issues.													
	Promote Technology:				Redevelopment Comm.	Downtown Business							T	Existing Resources
Task 9	Facilitate the use of emerging technologies particularly high speed internet to provide		c ()											
	information access for downtown businesses and to provide an amenity to the town.													Other sources
Γask 10	Facilitate Economic Incentives:	S	1		Redevelopment Comm.	Town Administration				5			Т	Redevelopment Comm.
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	ACTIVITY	Р	RIO	RITY	Т	RESPONSI	BLE	AGENCY				TIMI	LIN	E			FUNDING
	ACTIVITY	н	ME	D LC	w	Primary	Π	Supporting	1	2	3		4	5	6-10	11-15	FUNDING
ZONI	ING																
	Implement a Process for Ordinance Enforcement:				Ţ	Town Administration	Pla	n Commission									Existing Resources
	Create and implement a system for the use of grants and loans to assist businesses with meeting building codes and design standards.						Blo	lg. & Inspect. Dept.									Redevelopment Comm.
	Establish Development Standards Ordinance				F	Redevelopment Comm.	Pla	an Commission				Т					Redevelopment Comm.
	Create a committee to review proposed standards in the Redevelopment Area. The standards should promote innovative design concepts, high quality products, engaging public and open spaces as a statement of the desired character of the community.																Other Sources
	Amend Zoning Ordinance				F	Plan Commission	То	wn Council					Т	Т			Existing Resources
	Amend Zoning Ordinance to establish a separate Redevelopment Zoning Area, which will promote the use of this tool to facilitate a unique environment for the district. The ordinance must permit: Mixed use developments; Adaptive re-use; Public use dedication of 15%; On-Off street parking; Landscaping requirements; Building restrictions;							development Comm.									
	Impose Moratorium on Construction				F	Plan Commission	To	wn Administration			\perp	\perp	\perp				Existing Resources
	Impose a temporary moratoriun, 6-8 months, for new construction and rehabilitation to develop and process ordinances and to prevent non-conforming uses.																
	Adopt a Preservation Ordinance				F	Plan Commission	Re	development Comm.				Т					Redevelopment Comm.
	Adopt a historic preservation ordinance to preserve the historically significant buildings. Such ordinance should include a design review process to ensure compatible construction.																Other Grants

	ACTIVITY	PI	RIOF	RITY	RESPONSI	BLE AGENCY	Т			Т	MEL	INE			FINDING
	ACTIVITY	н	MED	D LOW	Primary	Supporting	T	1	2	3	4	5	6-10	11-15	FUNDING
INFF	ASTRUCTURE														
Task 1	Capital Improvement Plan Annually update and implement the town wide capital improvement which refers to all public improvements in the Redevelopment Area and includes a detailed project priority list and funding sources for the next 10 years Incorporate the implementation of gateway, design plans and streetscaping in the Capital Improvement Plan to ensure public improvements are coordinated and are considered with other public improvements to establish town-wide priorities and financing options.				Town Administration	Public Works Redevelopment Comm.									Existing Resources
Task 2	Maintain Quality Infrastructure: Establish and implement a program to install, repair and maintain the streets, curbs, sidewalks and streetscaping consistent with the Infrastructure & plan goals.				Public Works	Redevelopment Comm. Bldg & Inspect. Dept.	Ŧ								Redevelopment Comm. Public Works, Grants
Task 3	Facilitate Infrastructure Improvements: Explore public-private partnerships and alternative methods of funding infrastructure improvements (such as the use of tax increment finance districts) to provide the infrastructure necessary for all new developments.				Town Administration	Redevelopment Comm.									Redevelopment Comm. Public Works, Private
Task 4	Establish Public Improvement Guidelines Prepare design criteria that provides guidelines for all infrastructure improvements to cover: Sidewalks; Pedestrian crosswalks; Curb bump-outs w/ bollards; Center medians; Vacated streets and alleys; Delivery zones; Corner plaza; Public right-of-ways.				Public Works	Redevelopment Comm. Bldg & Inspect. Dept.									Redevelopment Comm. Planning, Public Works

	ACTIVITY	Pl	RIOR	ITY	RESPONSI	BLE AGENCY			T	IMEL	INE			FUNDING
	ACTIVITI	Н	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15	
TRA	NSPORTATION													
	Expand Pedestrian Facilities				Town Administraion	Public Works								Public Works
Task 1	Improve and coordinate overall pedestrian movements in the District. Incorporate a safe pedestrian, bicycle and vehicular design in the District and clearly link it with the adjoining neighborhoods and with the proposed Kennedy Avenue Improvement.			70.0		Redevelopment Comm.		22						Grant Sources
	Expand Bike Access				Public Works	Parks Department								Public Works
Task 2	Connect Little Calumet Avenue Trail and Downtown by linking existing trails where feasible.													State, Army Corp, others
Task 3	Coordinate Transportation Improvements				Town Administration	Public Works								Existing Resources
Task 3	Coordinate infrastructure and Image Enhancement activities.											10	- 57	
	Improve Wayfinding and Signage				Redevelopment Comm.	Public Works								Redevelopment Comm.
	Design and implement a system of direction signs for social and cultural activity centers and other points of interests as recommended. Signs should be consistent, uniform, and consistent with the Image & Identity goals of the Plan.			7.00					92	1000				
Tool E	Prepare Plans to Extend LaPorte Avenue				Town Administration	Public Works								Public Works
Task 5	Coordinate activities with the existing businesses and the state.													Other Sources
	Coordinate Establishment of a Transit line				Redevelopment Comm.	Downtown Business								Public Works
Task 6	Establish a transportation route connecting Downtown to uptown, Purdue, proposed South shore stop ornearest train stop, and the Highland Grove. Apply for funding through RBA.													Other Sources

	ACTIVITY	P	RIORITY	RESPONS	SIBLE AGENCY			TI	MEL	INE			FUNDING
	ACTIVITI	HI	MED LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15	
PAR	KS												
	Prepare Plans for Downtown Park			Parks Department	Tonw Administration								Parks Department
Task 1	Prepare final plans for the proposed improvements of the trail area. Seek funding for such improvements from different sources. Include additional landscaping as a part of these improvements.												Grant Sources
12000 103 100	Facilitate Land Acquisition for Downtown Park			Parks Department	Indiana DNR								Parks Department
Task 2	In conjunction with any proposed senior housing development, establish necessary process for joint development of a park.												•
	Set Up Farmers' Market			Parks Department	Redevelopment Comm.								Parks Department
Task 3	Coordinate development of the Market. Seek private operator to manage the business												
	Facilitate Development of Riverfront Park			Parks Department	Redevelopment Comm.								Existing Resources
Task 4	Prepare preliminary plans and development objectives to plan for the development of a major riverfront recreational complex.				Public Works Department								
	Prepare Plans for the Island Park			Parks Department	Indiana DNR								Parks Department
Task 5	Seek funding for development of passive park for the island area. Prepare plans and implement improvements.											2.0	Grant Sources
	Coordinate Relocation of Sharp Athletic Complex			Town Administration	Parks Department								Parks Department
Task 6	Identify alternative locations and seek funding for acquisition of new park facilities. Seek funding sources (Grants) for eventual land acquisition				Redevelopment Comm.								Private Funds Grant Sources
	Assess Alternative Funding:			Parks Department	Town Administration								Parks Department
Task 7	Assess and implement feasible alternative methods of funding (such as grants and park impact fees, etc) to assist in the funding and development of open space.												

	ACTIVITY	PF	RIOR	ITY	RESPONSI	BLE AGENCY			Т	IMEL	INE			FUNDING
	ACTIVITY	н	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15	FUNDING
IMAC	GE ENHANCEMENT													
Task 1	Recognize the Entries Recognize the importance of the entry points, corridors, and other features. Promote the significance of these features by supporting and identifying them in a systematic manner as a part of an overall promotion of the district.				Town Administration	Redevelopment Comm.								Redevelopment Comm.
	Develop Entrance Plans Design and implement final plans for Highland's entrances which include signs, landscaping, lighting, and other amenities which promote desired community image. Develop a detailed design plan and guidelines for small area proposed for plazas and neighborhood parks.				Redevelopment Comm.	Public Works								Redevelopment Comm.
	Explore Opportunities Identify and capitalize on opportunities to modify existing buildings, sites and facilities to promote small town character through minor design modifications which occur regularly, such as lightling, signs, and landscaping. Set high standards for landscaping, aesthetic and materials to improve curb appeal. These standards should include density for all new construction and existing businesses.				Planning Commission	Redevelopment Comm.								Redevelopment Comm.
	Construct Streetscaping				Public Works	Redevelopmet Comm.								Redevelopment Comm.
Task 4	Construct Phase I street improvements in coordination with the Kennedy Avenue reconstruction.													Public Works, Other sources

	ACTIVITY	PF	RIORI	TY	RESPONSI	BLE AGENCY			Т	IMEL	INE			FUNDING
	ACTIVITY	Н	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15	FUNDING
MAR	KETING													
Task 1	Complete a Market Study Prepare a market study for the reuse potential for the District particularly for the Gateway				Redevelopment Comm.	Town Council				/				Redevelopment Comm.
900000000000000000000000000000000000000	area. Outline feasible marketing methods to attract the desired developers.													
	Prepare a Marketing Plan				Redevelopment Comm.	Town Council Chamber of Commerce) 2						Existing Resources
Task 2	Establish a cooperative effort with the Chamber of Commerce, Downtown Business Association/ EID, and the Visitor's Bureau, to create and implement a marketing plan for					Downtown Assoc./EID								
	the District.					Visitors Bureau								
	Develop and Use Promotional Materials				Redevelopment Comm.	Events Council								Existing Resources
	Organize the promotional activities of the Town with the Chamber of Commerce and other					Downtown Business								
	organizations. Develop and maintain up-to-date, attractive, and accurate promotional					Economic Improvement								
	literature describing both the Town as a whole, and specific available sites for development					District (EID)								
Task 3	and re-development. Promote the significance of planned growth areas by providing future land use plans to private utilities, developers, and realtors.													
67(63 5)	Redevelopment district boundaries;													
	Community make up;													
	Financial incentives:													
	Redevelopment plan.													
	Develop Resources			П	Redevelopment Comm.	Planning Commission	T							Planning Commission
Task4	Develop design guidelines and other informational resources for decision makers and													-
	developers to provide information about, and examples of, appropriate human scale													
	designs. Promote Public Involvement				Redevelopment Comm.	Downtown Bus, Assoc.								Existing Resources
Task 5	Encourage public involvement in redevelopment plans by scheduling regular public			ш	Redevelopment Comm.	Town Administration								Existing Resources
T don't o	meetings and establishing a citizen advisory panel.					Town Administration								
10000 100 00	Educate and Inform				Redevelopment Comm.	Town Administration								Existing Resources
Task 6	Develop educational materials to inform residents, realtors, elected officials, and builders													
	of the benefits and proper design of mixed-use developments.													

	ACTIVITY	Р	RIORI	ITY	RESPONSI	BLE AGENCY			T	IMEL	INE			FUNDING
	ACTIVITY	н	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15	FUNDING
INA	NCE					•								
ask 1	Form TIF Incentive Review Committee The TIF Incentive Review Committee will consist of Redevelopment, Building & Inspection Department, Public Works, Town Manager and one Council member. The Committee will develop criteria for evaluation of development proposals and make recommendations to the Commission according to these criteria. The purpose of Committee will be to expedite the evaluation process for redevelopment proposals.				Town Administration	Redevelopmemt Comm. Bldg. & Inspection Dept. Public Works Town Council Member								Existing Resources
ask 2	Facilitate Financing Process and Methods Establish an Economic Development Commission, a Redevelopment Authority, and a dedicated fund (loan) for redevelopment, if needed. Complete the Capital Improvement Plan for the Redevelopment Area through 2010 as established by the Town Council in 2006: 1. River Park Apartment Demolition 2. Redevelopment Area Master Plan 3. Establish Zoning Overlay District 4. Establish TIF District 5. A/E Services for Kennedy Streetscape 6. Gateway & Way finding Plan & Sings 7. Real Estate Assembly Options Agreements 8. Subarea Development Plans 9. Real Estate Assembly Acquisitions 10. Roadway, Water & Sewer Infrastructure 11. Building Construction for sale or lease 12. Kennedy Avenue Streetscape Construction 13. TIF Grants & Loans—Existing Development Rehab Incentives 14. TIF Grants & Loans—New Development Incentives 15. Little Calumet River Boardwalk & Bridge				Town Administration	Redevelopment Comm.								Existing Resources
ask 3	Seek Alternative Funding Apply for several programs through State, county and other agencies which support the aim of the redevelopment. Potential programs could include senior housing incentives through IHCDA, Department of Commerce, Coastal grants, RDA, RBA, and a variety of sources for the Arts. Provide financial assistance to existing businesses for façade improvements. In addition, this funding could also be used to transition existing businesses to comply with new zoning regulations.				Redevelopment Comm.	Town Administration Private Developers								Existing Resources Other Sources
ask 4	Evaluate Tax Income Monitor changes in property tax assessment and the relationship between property taxes and land use types. Reevaluate density requirements to best maintain a balanced town tax base.				Town Administration	Town Council								Existing Resources

	ACTIVITY	P	RIORI	ITY	RESPONSI	BLE AGENCY				TIM	IEL	INE			FUNDING
	ACTIVITY	HI	MED	LOW	Primary	Supporting	- 1	2		3	4	5	6-1	0 11-1	FUNDING
RED	EVELOPMENT				•				Ġ						•
	Set the framework for Redevelopment				Redevelopment Comm.	Town Administration)		\perp				\perp		Existing Resources
Task 1	Establish possible economic incentives, including (1) tax increment financing for public improvements, (2) economic development grants consistent with IC 4-4-24, (3) Redevelopment funds, and (4) any other tools which could be used to encourage development in the district.	l				Town Council									
Access of the second	Form a TIF Incentive Review Committee consisting of the Redevelopment Director, Building Commissioner, Public Works Director, Town Manager, and one Council member. The Committee would develop criteria for evaluation of development proposals and make recommendations to the Commission according to these criteria.														
	Establish Public-Private Partnership				Town Council	Town Administration									Existing Resources
Task 2	Implement as appropriate public-private partnerships for the use of public land and relocation of Parks and Public Works facilities.					Parks Departement Public Works Redevelopment Comm.									
	Identify Developable sites				Redevelopment Comm.	Planning Department				Т			Т		Existing Resources
Task3	Identify and catalog opportunities within redevelopment zones for infill development and redevelopment. The catalog should be maintained as a reference guide for local decision makers and builders, providing profiles of the zoning, infrastructure needs and other features of each site.	l													
	Seek Developers for Different Initiatives				Redevelopment Comm.	Town Council									Existing Resources
Task 4	Prepare RFP documents for different sites and seek developers for proposed developments. Seek developers for parcels identified and particularly for the proposed senior housing developments.	l				Town Administration									
	Set up Incentives for Residential Development				Redevelopment Comm.	Ind. HCDA									Existing Resources
Task 5	Establish possible economic incentives, including (1) tax increment financing for public improvements and (2) residential development grants for senior housing development and improvement. Seek funding for development of artist housing in downtown.					Lake County and others									
	Seek Partnership for Housing				Redevelopment Comm.	Financial Institutions			Ι						Existing Resources
Task 6	Develop partnership with the existing financial institutions, particularly banks in Downtown to establish special funds for senior housing assistance and development in Downtown.														
	Land Banking				Redevelopment Comm.	Town Council									Redevelopment Comm.
Task 7	Set the framework and criteria for land acquisition, land banking, and land acquisitions option agreements. Appropriate Redevelopment funds for land banking Acquire properties critical for redevelopment as opportunities arise.														

	ACTIVITY	P	RIOR	RITY	RESPONSI	BLE AGENCY				TII	MEL	NE			FUNDING
	ACTIVITY	HI	MED	LOW	Primary	Supporting		1	2	3	4	5	6-10	11-15	
DOW	NOTOWN														
	Establish Responsibility:				Redevelopment Comm.	Town Council									Existing Resources
Task I	Assist Downtown Merchants and businesses with the development of an Economic Improvement District to promote and market the downtown and to coordinate responses to emerging issues.					Downtown Bus. Assoc.									
	Hire a Downtown Coordinator				Downtown Business	State Agencies.					7				Downtown Business Assoc.
	Obtain support of businesses and the Chamber of Commerce to hire (initially part time) a downtown coordinator to promote and organize Downtown. Seek outside funding for the position.					Downtown Bus. Assoc.									Other Grants
	Develop Event Schedule				Downtown Businesses	Town Administration	\top								Existing Resources
	In cooperation with the Downtown Business Assoc./ EID, develop an extensive program for downtown marketing. Coordinate this program with other agency programs, particularly those of the Parks Department.					Downtown Bus. Assoc.									
	Support Development of Housing in Downtown				Redevelopment Comm.	Ind. HCDA									Private Funds
	Promote adaptive reuse of the building for residential uses. Support Development of senior housing in Downtown.														Lake County Other funds
	Establish Retail Recruitment Program			1	Downtown Business	Redevelopment Comm.									Downtown Business Assoc.
Task 5	Proactively recruit new retailers to fill market segments not currently being supplied by downtown businesses. Engage existing retailers and property owners in the process of attracting new quality retailers to the downtown.														Other Grants
	Enroll Downtown in the Main Street Program		ĵ.		Redevelopment Comm.	Downtown Business									Existing Resources
Task 6	Join Indiana and National Main Street Program. Implement the Main Street Four Point program in a systematic manner during the next five years.														

Implementation	Priority	Criteria

Critical Required Planned